

**From:** s9(2)(a)  
**To:** s9(2)(a) Wayne Heerdegen;  
**Cc:** s9(2)(a)  
**Subject:** RE: Information requested by 22 April and 29 April - Thank you  
**Date:** Friday, 22 April 2016 4:47:44 p.m.  
**Attachments:** [Martin Jenkins Presentation to Mayoral Forum 22 April.pdf](#)

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Thank you very much to those who have provided the information we requested below – much appreciated.

### **Mayoral Forum today**

s9(2)(a) and s9(2)(a) were at today's Mayoral Forum presenting their take on the problem definition, investment objectives, CSFs - building on the Castalia report & workshops, and your notes on what's working well etc. Slides attached FYI.

### **Joint economic case workshops – 27 April and 4 May**

We look forward to seeing some of you next week at the Upper Hutt Cossie Club. s9(2)(a) s9(2)(a) s9(2)(a). We've got a good mix of councillors and Mayors (12), CEs (5) and council officers (7) coming.

### **Community engagement**

We are planning some community engagement for transport at the same time as our Wairarapa engagement through June and early July. We'll be doing online engagement to test the case for change and ways to address it, including CCOs. This engagement will be more specific than "Let's get Welly moving" and will fit between that campaign's public engagement.

We also plan workshops for interested business, community and transport groups in early/mid June in Kapiti, Wairarapa, Lower Hutt and Wellington – by invitation rather than by public advertising. If there is anyone you think we should invite, please let me know by 13 May. I'll send you the invitation lists to check over about 10 May.

Have a great long weekend.

Regards  
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**From:** s9(2)(a)  
**Sent:** Monday, 11 April 2016 1:44 p.m.  
**To:** Wayne Heerdegen'; s9(2)(a) s9(2)(a)  
**Cc:**  
**Subject:** Information requested by 22 April and 29 April  
**Importance:** High

Afternoon

### **Information request by 22 April and 29 April**

The attachment to this email sets out information that the Commission is requesting from each

council to develop the indicative business case for the transport work.

We presented the attached paper at CEs Forum on Friday and the CEs asked that I contact you directly with this information request.

There are two tranches of information: priority items requested by 22 April and secondary items requested by 29 April.

I appreciate this information will take some resource and time to put together and I thank you in advance for your cooperation. FYI, the timeline for the project is driven by the need to make substantial progress before local body electioneering takes off in earnest.

### **Working with council officers**

**s9(2)(a)** at MartinJenkins will also be seeking a meeting with you and your Chief Executive to test the strategic case and early stage economic case. **s9(2)(a)** has reviewed the initial work you did in August/September for our workshops (what's working well and not well etc.), our workshops notes, as well as your council's feedback on the Castalia report. Therefore these interviews will build on the input you've already given us.

### **Full council workshops**

Up to this point, we have been presenting the same information at the CEs Forum for input, then the Mayoral Forum and then at council workshops – the same content at each council. However, given the time it takes to get around all the councils, we will be running a slightly different approach for this next stage of work. This means that the content for discussing with councils will have evolved slightly at each council workshop. We will send you and your CE an agenda and slides before each council workshop so there are no surprises.

### **Joint economic case workshops**

We would like to convene two joint council workshops to develop the economic case, involving one to two interested councillors and a senior officer from each council, and one to two NZTA officials. Dates for the workshops are 27 April and 4 May, 6.30-8.30pm, venue TBC. We'll be writing to your Mayor's Office today to invite them. I'll copy you in.

Any queries, please contact me or Paul.

Kind regards

**s9(2)(a)**

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**From:** **s9(2)(a)**

**Sent:** Monday, 4 April 2016 1:13 p.m.

**To:** **s9(2)(a)**; Wayne Heerdegen; **s9(2)(a)**

**Cc:** **s9(2)(a)**

**Subject:** Final report: Wellington Regional Transport: Options for Change (Castalia report)

Afternoon

### **Castalia report finalised**

Just in case this didn't come through your internal system, please see email below to your Mayor/Chair.

Thanks for your input and effort to help us put this report together.

Through February and March, we presented the report at workshops with all councils except WCC and KCDC.

Councillors' response was generally muted interest. A couple commented that the framework was useful considering the options and they appreciated having a broad range of options up for discussion. Most of the questions made it clear that more specificity was needed in terms of the challenges in practice and the options to resolve them (e.g. governance arrangements).

### **Information request coming**

The next step will involve us asking you for detailed information to support an indicative business case, which will be more specific and practical than the Castalia report. I flagged this at CEs Forum last month. The timing and specifics of the request are TBC but it will likely involve significant work for you and your people this month.

### **Councillor and officer workshops planned**

We would like to convene two joint council workshops to develop the economic case, involving one to two interested councillors and a senior officer from each council, and one to two NZTA officials.

Tentative dates for the workshops are 27 April and 4 May, 6.30-8.30pm.

Workshop participants would work with the consultants to:

- Confirm the short list of options, including the extent to which they provide a suitably complete description
- Confirm the critical success factors
- Assess short listed options against investment objectives and critical success factors.

As preparation for the workshops, the consultants will build on Castalia's work to:

- Develop the issues identified into a clear problem statement against which the case for change can be assessed
- Draft proposed investment objectives for any change
- Ensure that the options identified are suitably complete, for example by being clear about the governance arrangements
- Propose a short list of 3 or 4 options for more detailed consideration in the workshops.

The preparation work will be tested with CEs and Mayors at upcoming Forums on 8 April and 22 April.

I'll keep you updated as the work progresses and send you any papers.

Kind regards

■ s9(2)(a)

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**From:** ■ s9(2)(a)

**Sent:** Tuesday, 29 March 2016 10:07 a.m.

To:

s9(2)(a)

Cc:

**Subject:** Final report: Wellington Regional Transport: Options for Change (Castalia report)

Dear Wellington Mayoral Forum and NZTA Central Region Director

We are pleased to provide you with the finalised Castalia report on options for changing transport arrangements in the Wellington region.

The Wellington Mayoral Forum, the New Zealand Transport Agency and the LGC commissioned the transport report last year, as part of our collaborative process to investigate local government functions in the region. You will recall Castalia gave a presentation on the draft report to the Mayoral Forum meeting in December 2015. A similar presentation has also been made to most of the councils in the region. Most councils provided detailed comments on the draft report in January 2016.

We've also attached councils' comments and a version of the final report with tracked changes, showing how those comments were incorporated into the final version.

We would appreciate you sharing the final report with your councillors.

We are continuing with the next step of the transport work – to **develop an indicative business case for the options, which will also include governance options and implementation phasing**. The first step of that work is to consult with your chief executives and NZTA (at the next CEs forum next week) on a scoping report covering:

- how the business case process will be executed
- what information we would like to request from your officers, and
- how we continue to involve councillors in the development of the work.

We appreciate councils' collaboration in this project and your continued support for this work.

Kind regards,

s9(2)(a)

s9(2)(a)

| Chief Executive Officer | Local Government Commission

Department of Internal Affairs Te Tari Taiwhenua

Phone + s9(2)(a) | Mobile s9(2)(a)

# WELLINGTON REGIONAL TRANSPORT

Business Case

Presentation to  
Mayoral Forum

22 April 2016

Emailed to council officers

RELEASED UNDER THE  
OFFICIAL INFORMATION ACT

# WELLINGTON TRANSPORT BUSINESS CASE

## Develop an indicative business case:

- Evaluate local government transport model options
- Will inform public and targeted engagement
- Will not identify a single preferred way forward

## Undertaken by:

MartinJenkins	Local government structuring and planning, business case developing, financing arrangements
Cranleigh	Local government finance, balance sheet analysis and restructuring
TDG	Transport strategy, policy and funding, transport planning, public transport

## Key dates:

Scoping report:	4 April
Draft business case:	20 May
Final business case:	8 July



# TODAY'S OBJECTIVES

**To set out some early thoughts for reaction on:**

- The wider context in which transports sits (*'strategic context'*)
- The problems affecting transport governance, planning and service delivery in the region (*'problem definition'*)
- What we would want to achieve by any change (*'investment objectives'*)

**To provide a heads up on the issues we will be exploring**



# STRATEGIC CONTEXT

- *what are we trying to achieve with transport?*
- *what else is going on?*

## Government Policy Statement on Land Transport

### Strategic direction

- Economic growth and productivity
- Road safety
- Value for money

Increasing compliance required to secure funding

## Wellington Regional Strategy

- Building a world-class infrastructure to support a diverse resilient economy: build resilience, improve connections

## Regional Land Transport Plan

- Economic growth, safety, resilience, liveability

## Better local services reforms





# PROBLEM DEFINITION – initial thoughts

## 1. Poor alignment and integration:

- Local roads and state highways
- Rooding, walking and cycling
- Roads and public transport
- Local and regional objectives
- Transport and land use planning

Leads to:

- high transaction costs and delays in agreeing and implementing improvements
- less than ideal solutions
- sequencing may not be ideal
- transport that is not well matched with high level priorities

Contributing factors:

- fragmentation of responsibilities
- programming doesn't fully reflect regional transport objectives
- weak mechanisms to deliver on regional planning



# PROBLEM DEFINITION – initial thoughts

## 2. Constaints on capability

- Difficulty in attracting and retaining suitable staff
- Technical dimensions: eg modelling and data analysis

Leads to:

- poor customer service
- constraints in transport planning at the local level
- difficulty in meeting planning and funding obligations

Contributing factors:

- Small scale of existing units



# STRATEGIC OBJECTIVES

- *What would good transport governance, planning and service delivery mean*
- *What's their relative importance?*

Generic heading	Objectives
Strategic context	Clear outcomes for regional and local transport
Effectiveness	Transport supports regional and local objectives Roading and public transport developments deliver improved user outcomes
Efficiency	Reduced transaction costs in decision making Improved cost effectiveness of service delivery
Financing	Equitable and sustainable funding arrangements Funding arrangements are aligned with decision making
Alignment	Compliance with planning and funding requirements Roading and public transport decisions are aligned Effective multi-modal approaches Local road and state highway decisions are aligned Meet expected transport user service levels
Risk and resilience	Transport infrastructure and services are resilient Region has the human capital and technical capacity to manage transport
Community voice	Appropriate governance to ensure the community continues to have a voice



# DRAFT INVESTMENT OBJECTIVES

- *What are the immediate objectives of any change?*
- *If we achieved these, would we improve our achievement of strategic objectives?*

## 1. **Improve alignment and integration** between

- programming and regional priorities
- programming and delivery

## 2. **Build local capability** to manage transport planning and service delivery



# CRITICAL SUCCESS FACTORS

- *How else should be assess any options?*

## 1. Local voice

- Is sufficient say given to local communities?

## 2. Effective governance

## 3. Achievability

- Realistically, can we get the agreement needed across the region
- If any legislative change is required, is it plausibly forthcoming
- Are there any hurdles to implementation eg costs, disruption of other processes?

